

## **ATTACHMENT I**

### **US AGENCY FOR INTERNATIONAL DEVELOPMENT ANNOUNCEMENT**

#### **CALL FOR PUBLIC-PRIVATE ALLIANCE PROPOSALS RELATED TO GANGS PREVENTION IN CENTRAL AMERICA AND MEXICO UNDER EXISTING ANNUAL PROGRAM STATEMENT APS No. M/OAA/GRO/EGAS-07-063**

This program is authorized in accordance with Part I of the Foreign Assistance Act of 1961 as amended.

USAID would like to make a special call for the submission of concept papers related to gang prevention in Central America. USAID seeks to develop alliances that bring innovative approaches along with commitment from multiple levels of government, civil society and business to work together in Central America to prevent and mitigate the gang problem. USAID is seeking applicants' conceptual approach(s) to addressing the gang problem in holistic, community-based programs that are replicable, sustainable and with the highest potential to impact crime and violence in Central America and Mexico.

Gang activity in Central America is a sophisticated form of violence and an increasing threat to security in the region. Fueling the problem are high levels of youth unemployment compounded by insufficient access to education and economic opportunities, poor service delivery, family disintegration and inter-familial violence, overwhelmed and ineffective justice systems, and the “revolving door” along the U.S.-Mexico border. To address the gang problem in Central America, an integrated, coordinated approach that works at the community level is needed to achieve sustainable results.

Working in collaboration with USAID and the Central American Integration System (Sistema de la Integración Centroamericana (SICA)), this alliance should support:

- A competitive process to provide sub-grants to jump start public-private initiatives to prevent at-risk youth from joining gangs, provide opportunities and alternatives to youth to leave gangs, and/or provide services and rehabilitation to ex-gang members as a disincentive to re-enter criminal gangs in El Salvador, Guatemala and Honduras;
- Activities that assess regionally legal/justice frameworks and practices, and promote multi-country policy and legal reform, to improve the treatment and rehabilitation of youth, including juvenile justice system reform in Central American and Mexico; and,
- Collaboration with and assistance to SICA as a catalyst for regional policy reform and harmonization; and to support bringing together relevant stakeholders to spur development of policy initiatives and implementation of those reforms.

In an alliance, partner contributions might include funding, intellectual property, complementary skills and services, and increased problem solving and reach. USAID provides access to policymakers and key institutions, development expertise, a long-term presence in the region, funding, and a network of local and global partners. SICA, as a regional coordinating entity, includes as members policymakers from key national-level government institutions and law-enforcement, and provides knowledge and perspective in the regional and country-specific contexts, as well as access to a region-wide network of private sector contacts and civil society organizations. The private sector can play an important role in providing funding to expand and support prevention activities at the local level, and offer benefits such as jobs and training for unemployed youth.

USAID: As part of the alliance, USAID will help selected entities develop contacts with host country governments, SICA, the donor community and other relevant entities as identified; collaborate in establishing annual work objectives and approval of an annual workplan; collaborate in assessing progress and identifying issues that arise which may impact the success of the program; collaborate in determining corrective actions, or changes in program focus, where necessary; participate in the selection of sub-grants and approval of indicators by which activities will be measured; collaborate in establishing a monitoring and evaluation system for USG program funds and assist in creating a larger system for the alliance as a whole; and make available technical expertise, reports, studies and problem analysis as available.

SICA: The peculiar characteristics of the gang problem – its multiple causes and transnational nature – call for a comprehensive international plan that engages the countries of Central and North America and multilateral organizations. One of those organizations, the Central American Integration System (SICA), has made a number of specific regional commitments to address the gang problem that cover the spectrum from prevention to enforcement. Recent policy statements by hemispheric leaders at the Summit of the Americas and the Organization of American States (OAS) General Assembly demonstrate the collective concern of the 34 democratic governments in the Western Hemisphere regarding the problem of criminal gangs and the need for a coordinated response.

The SICA Central American Security Commission, coordinated by the Vice Ministers of Foreign Affairs of the SICA member states, and comprised of the Vice Ministers of Governance and/or Public Security and the Vice Ministers of Defense, serves to evaluate, coordinate, monitor and elaborate proposals regarding security matters. SICA has also established a Regional Civil Society Consultative Committee, which is comprised of key representative Central American civil society organizations including indigenous and women's organizations and those from the academic and business sectors. The Committee promotes the active participation of civil society in integration, and advises the General Secretariat of SICA in matters concerning the process of integration of the Central American countries in accordance with the Tegucigalpa Protocol.

As an alliance partner, SICA will serve, in a limited basis, as a resource and consultative body to the Prime Grantee and alliance in order to assist in: setting priorities for the roll-out of activities on a regional basis which will be competed as a part of the sub-grant process; convening key stakeholders to build consensus and momentum to advance necessary reforms; identifying

regional initiatives that can be undertaken to improve the treatment and rehabilitation of youth, especially in the areas of juvenile justice reform; and gaining access to and buy-in at the regional levels of government and the private sector for these activities. SICA will also draw upon the resources of its Regional Civil Society Consultative Committee to support the alliance and its activities.

SICA has expressed interest in assisting to develop ideas for select region-wide initiatives. For example, one possible initiative would be to increase balanced and professional media coverage of the gang issue to improve public awareness of gang prevention options and successes, to understand the impact of how media reporting influences young people's attitudes toward gang membership, as well as citizen education regarding mitigation and rehabilitation. The grantee will be asked help to develop and roll out implementation of these types of initiatives on a regional basis. At the concept stage, applicants should not directly approach SICA in the preparation of their proposals in response to this solicitation.

**Prime Grantee:** The Prime Grantee will deliver world-class expertise, intellectual capital, and the experience of people working in the field to support the activities of the project and to jump start public-private initiatives that will prevent youth from joining gangs or enable them to leave gangs. The Prime Grantee will be responsible to oversee and monitor the work of sub-grantees and the overall program including: day to day management of the activity including coordination and management of the alliance and sub-grants; collaboration and assistance to SICA in policy development, consensus building, convening of stakeholders, and prioritization on activities for the sub-grants process; fostering the formation of additional alliances and leveraging of additional resources; establishing and implementing the sub-grants program; supplying technical assistance and expertise in the implementation of regional initiatives to improve the treatment and rehabilitation of youth, especially in the areas of justice reform; providing institutional strengthening activities to be delivered concurrently with sub-grant funds to strengthen organizational sustainability of sub-grantees; reporting on the activities of the alliance partners; conducting monitoring of the alliance and evaluating the alliance impact; and disseminating results and experiences of effective community-based interventions to combat juvenile violence and crime.

Successful, sustainable approaches will build upon institutions and organizations already established in affected communities. Applicants must leverage resources at least equal to that requested from USAID.

These alliances can assist in addressing some or all of the following:

- Creating public-private alliances that include initiatives that prevent youth from joining or enabling them to leave gangs, and which have the potential for sustainability without donor funding, in El Salvador, Guatemala, and Honduras, and other CA countries as funding permits;
- Fostering consensus at regional policy levels on frameworks for sound juvenile justice systems and programs that provide results, and improved legal and policy frameworks for

addressing juvenile offenders;

- Enabling SICA to provide better support for regional leaders in developing policy initiatives and coordinated responses to the issues of youth and gang violence.
- Improving cooperation and coordination between law enforcement and prevention efforts to deter at-risk youth from joining gangs;
- Expanding productive opportunities for youth as an alternative to joining or remaining in a gang (e.g. education, training, employment, micro-finance, and informal or formal enterprise creation);
- Increasing the capacity of community organizations to identify factors driving youth into gangs and to create community networks and multi-sectoral alliances to address those factors.

USAID believes that employment opportunities is one of the strong factors towards mitigating the problem of gang related crime and violence in Central America. Accordingly, applicants are strongly encouraged to describe their plan for private sector commitment toward the end of affording youth employment as an opportunity to avoid joining or leaving gangs.

Recognizing that this is a relatively new field in Central America, USAID is looking for innovative interventions. Nevertheless, all proposed alliance activities must fit with USAID field mission strategies and USG policies. Applicants should also be aware of relevant regional agreements and priorities, including the Security Declaration signed by the Presidents of the SICA member states at the summit in Bosques de Zambrano, Honduras, on October 3, 2006.

USAID/EL Salvador will be responsible for the proposal review process and management of the award process. Applicants are required to submit concept papers to USAID/EL Salvador. Applicants should include in their concept papers, along with their proposed plan of action, identification of alliance partners proposed and/or committed in addition to the Prime Grantee, and their proposed expected results at the end of the three year program. Applicants should also set forth clearly their proposed plans for leveraging resources, and how they calculate the value of those resources. Based upon the concept paper, applicants will receive instructions on whether or not to proceed with a full proposal. If USAID invites applicants to submit a full proposal, technical comments provided on the concept paper should guide the submission of the full proposal.

Applicants must submit concept papers on or before August 13, 2007. Applicants should contemplate an alliance that continues beyond FY 2007, as well as the possibility of expanded funding in outlying years of the activity.

USAID does not at this time contemplate funding any police assistance under this activity. However, if in the future, additional funds for civilian policing arise, USAID may further consider expanding this activity to include civilian or community policing activities. Please reference USAID policy guidance on Assistance for Civilian Policing which includes certain restrictions on the use of funding.

For information regarding guidelines and procedures to submit a concept paper, please refer to the APS posted by the USAID Office of Global Development Alliances. Applicants may find the APS at [www.usaid.gov/gda](http://www.usaid.gov/gda)

For further information regarding SICA, please refer to their website at:  
<http://www.sica.int/sgsica>

For further information regarding the regional gang issue, please refer to:  
[http://www.usaid.gov/locations/latin\\_america\\_caribbean/democracy/gangs.html](http://www.usaid.gov/locations/latin_america_caribbean/democracy/gangs.html)

For further information on civilian policing assistance, please see USAID policy guidance: Assistance for Civilian Policing, USAID Policy Guidance, December 2005, document no. PD-ACG-022 at <http://www.dec.usaid.gov>

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